

**Unit 5: Planning Process**

**Sample: Sample IAP (Page 6 of 9)**

**INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)**

<b>1. Incident Name:</b> Cruise Ship HazMat Spill				<b>2. Date/Time Prepared:</b> Date: Time:				<b>3. Operational Period:</b> Date From:                      Date To: Time From:                      Time To:			
<b>4. Basic Radio Channel Use:</b>											
Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NA C	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks	
	1	Command	NIFC	Command and General Staff and Group Supervisors	166.200						
	2	Local on YC	GLBA	Local on YC	168.825					Internal communications on YC	
	3	Logistics	GLBA	Logistics	166.300						
	5	Tactical (through Repeater)	NIFC	Group Supervisors on YC	166.500					Communications between YC and ICP	
	6	Tactical w/ USCG	GLBA	Command and USCG	157.100					Group Supervisors scan this frequency	
	7	Tactical	GLBA	Investigation	166.600						
	8	Air-Ground	GLBA	Aircraft Observation Dispatch	168.575					Flight Following	
	11	Tactical (through Repeater)	NIFC	NR Assessment Group	167.200						
<b>5. Special Instructions:</b>											
<b>6. Prepared by</b> (Communications Unit Leader): Name: Sherrie Hillman							Signature: 				
<b>ICS 205</b>			<b>IAP Page</b> <u>  6  </u>			Date/Time: 08-19-XX, 0200					

**Unit 5: Planning Process**

**Sample: Sample IAP (Page 7 of 9)**

**MEDICAL PLAN (ICS 206)**

<b>1. Incident Name:</b> Cruise Ship HazMat Spill	<b>2. Operational Period:</b>	<b>Date From:</b>	<b>Date To:</b>
		<b>Time From:</b>	<b>Time To:</b>

3. Medical Aid Stations:			
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
NPS EMT's	Cruise ship	xxx-xxx-xxxx	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
NPS – GLBA HQ	Bartlett Cove	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Gustavus Emergency Response	Gustavus	xxx-xxx-xxxx	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No

4. Transportation (indicate air or ground):			
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
Gustavus Emergency Response	Gustavus	xxx-xxx-xxxx	<input checked="" type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS

5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
Bartlett Memorial	3260 Hospital Drive, Juneau	xxx-xxx-xxxx	1 hr	n/a	<input type="checkbox"/> Yes Level: _____	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

**6. Special Medical Emergency Procedures:**

If necessary, a float plane will be dispatched from Glacier Bay Airways (697-2249 or 789-9009) and the victim will be flown to Juneau.

Conduct GLBA Dispatch in the event of ANY injury.

Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.

**7. Prepared by (Medical Unit Leader):** Name: Sherrie Hillman      Signature: 

**8. Approved by (Safety Officer):** Name: Pam Alice      Signature: 

**ICS 206**      **IAP Page**   7        Date/Time: 08-19-XX/0200

## Unit 5: Planning Process

### Sample: Sample IAP (Page 8 of 9)

#### Safety Message/Plan (ICS 208)

<b>1. Incident Name:</b> Cruise Ship HazMat Spill	<b>2. Operational Period:</b>	<b>Date From:</b> 08/19/XX	<b>Date To:</b> 08/19/XX
		<b>Time From:</b> 0600	<b>Time To:</b> 1800

#### 3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:

All personnel working on the incident must be aware of the following hazards and take appropriate mitigation measures:

Individuals working aboard the cruise ship must be aware of:

1. Significant amounts of diesel fuel and other petroleum products are mixed with water below decks. There is both a health hazard and a fire hazard associate with these materials.

#### HEALTH:

**Inhalation:** Inhalation of high concentrations of diesel fuel vapors causes dizziness, headaches, and stupor.

**Ingestion:** Ingestion of diesel fuel causes irritation of stomach and intestines with nausea and vomiting.

**Skin Exposure:** The liquid is irritating to the skin, especially where long term contact is involved. May burn skin or eyes.

#### FIRST AID:

1. Remove victim to fresh air. Apply appropriate actions if breathing is labored or stops.
2. If ingested, do NOT induce vomiting. Give water to dilute.
3. For skin exposure, remove contaminated clothing and gently flush affected areas with fresh water for 15 minutes.
4. **In all cases, get medical advice and medical attention as soon as possible.**

**FIRE:** If small, use dry chemical, CO<sub>2</sub>, foam or water spray. If large, evacuate immediately.

2. Decks and passageways are likely to be very slippery. Where possible, use sand or absorbent materials to improve footing and traction.
3. Rubber gloves and protective clothing must be worn at all time by those entering the damaged areas of the vessel. Respiratory equipment is also required.

For ground personnel in the backcountry and along shore in the vicinity of the YC, maintain vigilance for bears and take evasive or avoidance actions.

All personnel on boats must wear PFD's at all time, and be aware that water temperatures are sufficiently low to cause hypothermia with short exposure times.

#### THINK, AND ACT, SAFELY

#### 4. Site Safety Plan Required? Yes No Approved Site Safety Plan(s) Located At:

5. Prepared by: Name: Pam Alice

Position/Title: Safety Officer

Signature:

ICS 208

IAP Page 8

Date/Time: 08/19/XX/0200



**Sample: Sample IAP (Page 9 of 9)**

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Weather  
August 18, XX

Temperature: 68 to 75 degrees  
Relative Humidity: 45 to 60 %  
Winds: east 5-10 knots  
Seas: 2 foot swells with moderate chop  
Sunrise: 0531 AKDT; Sunset: 2042 AKDT  
Tides: High at 1448 (+18.2); Low at 2059 (-1.1)

Weather  
August 19, XX

A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.

Temperature: 60 to 65 degrees  
Relative Humidity: 60 to 75%  
Winds: west, 10 to 18 knots  
Seas: 3 foot swells with moderate to heavy chop  
Sunrise: 0534 AKDT; Sunset: 2040 AKDT  
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

Weather  
August 20, XX

Continued strong winds and showers from midnight through most of the day. Winds gusty, seas will continue to have swells 3 to 5 feet with moderate chop.

Temperature: 62 to 65 degrees  
Relative humidity: 85 to 100%  
Winds: west to southwest, 15 to 20 knots with stronger gusts.  
Seas: 3 to 5 foot swells with moderate to heavy chop.  
Sunrise: 0536 AKDT; Sunset: 2037 AKDT  
Tides: Highs at 0342 (+18.3) and 1605 (+19.0); Lows at 1001 (-2.5) and 2029 (-1.9)



## Unit 5: Planning Process

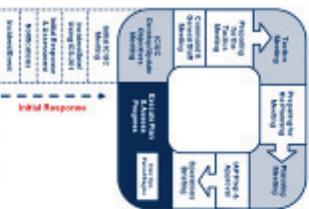
### Sample: Sample Operations Briefing Agenda

A sample operations briefing agenda is included below. Use this sample agenda as a guide for the operations briefing (also known as the shift briefing).

<b>1. Situation Update</b>
The Planning Section Chief provides an update of the incident, including the: <ul style="list-style-type: none"><li>• Status of current tactical assignments.</li><li>• Response issues.</li><li>• New tactical assignments.</li><li>• Projections that may impact the next operational period.</li></ul>
<b>2. Plan Review</b>
The plan review may include last-minute "pencil" changes to the LAP and will include a discussion of each Division/Group Assignment Sheet and potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.
<b>3. Discussion of Logistical Support Details</b>
This item should include a review of Transportation, Communications, and Medical Plans, as well as plans for feeding and resting personnel.
<b>4. Review of Safety Message</b>
This item should cover the safety message and remind the Supervisors of the safety precautions that must be taken at the site.

Visuals

### Executing and Assessing the Plan



- Supervisors conduct team briefings with their assigned resources in order to implement operational assignments.
- Operations Section Chief assesses the IAP implementation, incident objectives, strategies, and tactics prior to the next operational period.

FEMA  
Visual 5.48  
Planning Process

Your Notes

### Other Types of Meetings

- Strategy Meetings
- Team Meetings
- Section Meetings
- Team Closeout
- Public Meetings
- Special Planning Meetings
- Transition Meetings



FEMA  
Visual 5.49  
Planning Process

### Applied Exercise



- Follow instructions . . .
- Presented by instructors.
- Outlined on handouts.

FEMA  
Visual 5.50  
Planning Process

Your Notes

### Summary (1 of 3)

Are you now able to:

- Identify the importance of planning for incidents/events?
- Explain the differences between planning for incidents and events?
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan?
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing?

FEMA  
Visual 5.51  
Planning Process

**Visuals**

**Summary (2 of 3)**

Are you now able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives?
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Action Plan Safety Analysis, using the strategies and tactics from the scenario?



FEMA

Visual 5.52  
Planning Process

**Summary (3 of 3)**

Are you now able to:

- Describe how ICS 215A is used with ICS 215 to mitigate hazards in tactical operations?
- Recognize agency-specific aviation policies and procedures as they relate to safety?
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?
- Using the IAP, conduct an operational period briefing?



FEMA

Visual 5.53  
Planning Process

**Your Notes**

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## **UNIT 6: INCIDENT RESOURCE MANAGEMENT**

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### Visuals

#### Unit 6: Incident Resource Management



Visual 6.1  
Incident Resource Management

### Your Notes

#### Unit Objectives (2 of 2)

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.



### Your Notes

#### Unit Objectives (1 of 2)

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.



#### NIMS Resource Management Principles

- **Planning:** Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Use of Agreements:** Mutual aid agreements should be established for resource sharing.
- **Categorizing Resources:** Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Resource Identification and Ordering:** Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Effective Management of Resources:** Validated practices should be used to perform key resource management tasks.



Visuals

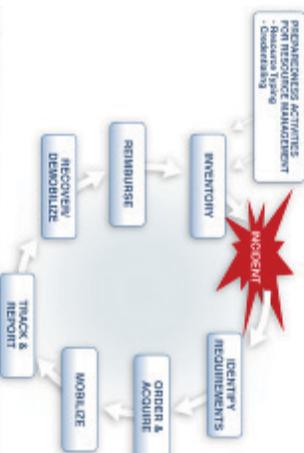
### Resource Management Practices

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner.
- **Personnel Accountability:** All resources will be fully accounted for at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. Direction is always through the chain of command.
- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources.

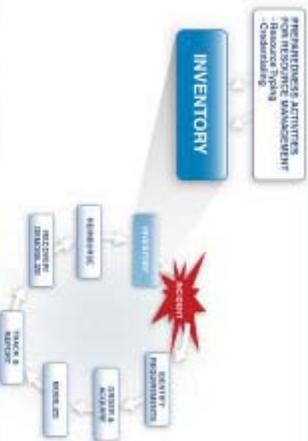


Your Notes

### Incident Resource Management Process



### Inventory



Your Notes

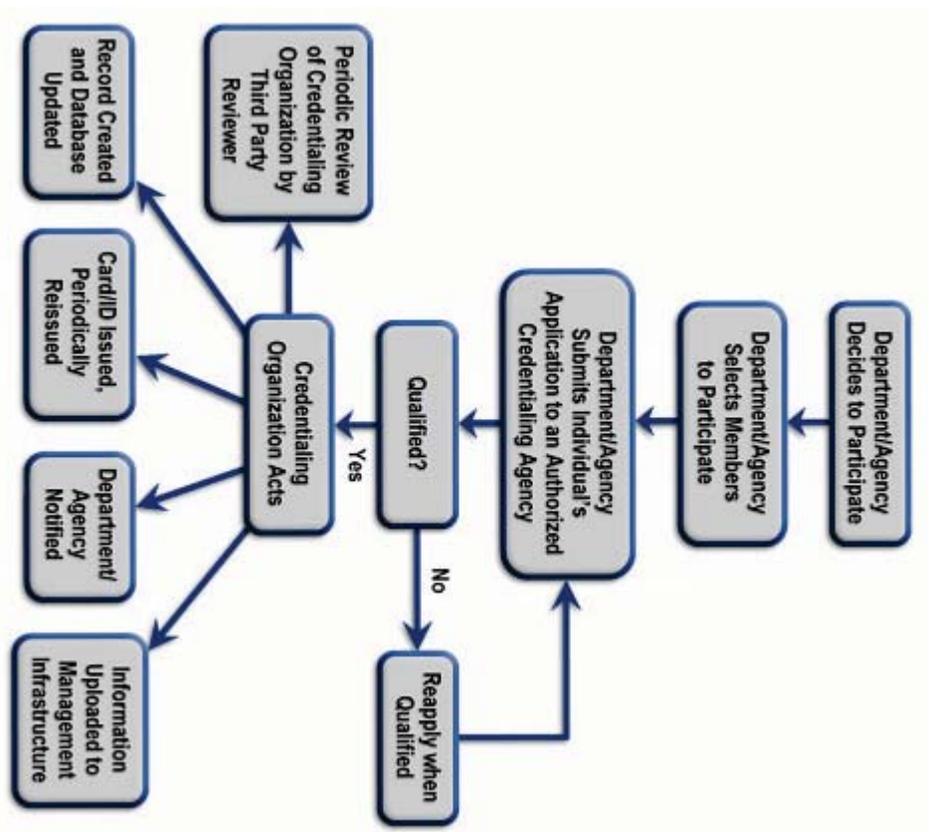
### Credentiaing

- An objective evaluation of a person's qualifications to meet nationally accepted minimum standards.
- A separate process from badging, which takes place at an incident scene.



**Job Aid: Credentialing**

The following figure summarizes the NIMS credentialing process.



Source: NIMS document



Visuals

### Who Does What?

```
graph TD; IC[Incident Commander] --> Ops[Operations Section]; IC --> Plan[Planning Section]; IC --> Log[Logistics Section]; IC --> Fin[Finance/Admin Section];
```

**Command:** Develops Incident objectives and approves resource orders and demobilization.

**Finance/Admin:** Procures and pays for the resources. Reports costs.

**Operations:** Identifies, assigns, and supervises the resources needed to accomplish the incident objectives.

**Planning:** Tracks resources and identifies resource shortages.

**Logistics:** Orders resources.

Visual 6.13  
Incident Resource Management

Your Notes

### Authority To Order Resources

- **Approving Orders:** The Incident Commander approves all resource orders.
- **Placing Orders:** The Incident Commander, Logistics Section Chief, and Supply Unit Leader are authorized to place orders.

Visual 6.14  
Incident Resource Management

### Resource Ordering: Small Incidents

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically:

- Prepared at the incident,
- Approved by the Incident Commander, and
- Transmitted from the incident to the jurisdiction or agency ordering point.

Incident Site

Visual 6.15  
Incident Resource Management

Your Notes

### Single-Point Ordering

In single-point ordering, the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization.

```
graph TD; Log[Logistics Section] --> Ops[Operations Section]; Log --> Plan[Planning Section]; Log --> Fin[Finance/Admin Section]; Log --> GovApp[Government Approval]; Log --> GovStaff[Government Staff];
```

Visual 6.16  
Incident Resource Management

Visuals

### Multipoint Ordering

The diagram illustrates a multipoint ordering structure. At the top, three boxes represent 'Agency 1 Ordering Point', 'Agency 2 Ordering Point', and 'Agency 3 Ordering Point', each with a small photo of a person. Arrows from these three boxes point to a central box labeled 'Liaison Section'. Below the 'Liaison Section' box, four arrows point to boxes labeled 'Operations Section', 'Planning Section', 'Frausculante Section', and 'Command Staff'. To the right of the 'Liaison Section' box, two boxes labeled 'Command Approval' are shown, with arrows pointing from the 'Liaison Section' box to them. The slide includes the FEMA logo and the text 'Visual 6.17 Incident Resource Management'.

Your Notes

### Review: Single-Point vs. Multipoint Ordering

Two blue speech bubbles are shown. The top bubble contains the text: 'What are the advantages of single-point ordering?'. The bottom bubble contains the text: 'Under what circumstances would you use multipoint ordering?'. The slide includes the FEMA logo and the text 'Visual 6.18 Incident Resource Management'.

### Resource Orders: Information Elements (1 of 2)

A photograph of a man in a light-colored uniform sitting at a desk, looking at a computer monitor. The slide includes the FEMA logo and the text 'Visual 6.19 Incident Resource Management'.

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type
- Special support needs (as appropriate)

Your Notes

### Resource Orders: Information Elements (2 of 2)

A photograph of a man in a white uniform with a tie, looking towards the camera. The slide includes the FEMA logo and the text 'Visual 6.20 Incident Resource Management'.

- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned, not ASAP)
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio designation

Visuals

**INCIDENT CHECK-IN LIST**

**Information Included on Resource Order Forms**

- Sources or potential sources for the resource requests
- Source for the responding resource (name, ID number, transporting company, etc.)
- Estimated time of arrival
- Requisition/order number

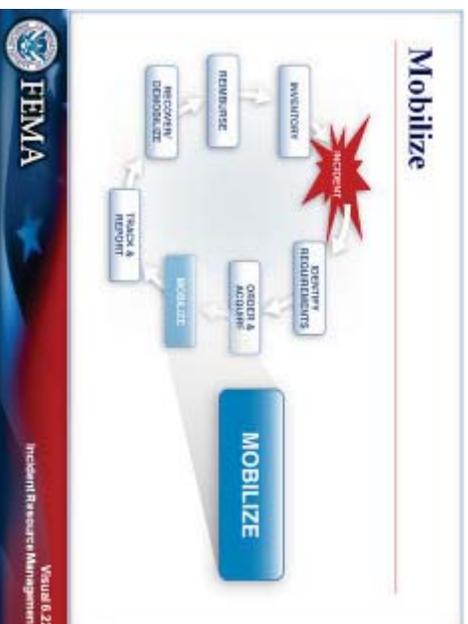
Your Notes

**Check-In Process (1 of 2)**

Where and how do you check in to an incident?

Visual 6.23  
Incident Resource Management

Your Notes



**Check-In Process (2 of 2)**

INCIDENT CHECK-IN LIST (ICS 211)

- ICS Form 211, Check-In List, is used to document the check-in process.
- Check-in recorders report check-in information to the Resources Unit.

Visual 6.24  
Incident Resource Management

**Unit 6: Incident Resource Management**

Sample: ICS Form 211

**Incident Check-In List, ICS Form 211**

<b>1. Incident Name:</b>							<b>2. Incident Number:</b>							<b>3. Check-In Location</b> (complete all that apply): <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other					<b>4. Start Date/Time:</b> Date: _____ Time: _____				
<b>Check-In Information</b> (use reverse of form for remarks or comments)																							
<b>5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:</b>								<b>6. Order Request #</b>	<b>7. Date/Time Check-In</b>	<b>8. Leader's Name</b>	<b>9. Total Number of Personnel</b>	<b>10. Incident Contact Information</b>	<b>11. Home Unit or Agency</b>	<b>12. Departure Point, Date and Time</b>	<b>13. Method of Travel</b>	<b>14. Incident Assignment</b>	<b>15. Other Qualifications</b>	<b>16. Data Provided to Resources Unit</b>					
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF																	
<b>ICS 211</b>		<b>17. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____																					

Visuals

### Check-In Information

The following check-in information is used for tracking, resource assignment, and financial purposes:

- ✓ Date and time of check-in
- ✓ Name of the resource
- ✓ Home unit or agency
- ✓ Departure point, date, and time
- ✓ Order request number
- ✓ Crew/Leader name and number of personnel
- ✓ Other qualifications
- ✓ Travel method
- ✓ Incident assignment



Your Notes

### Assignment of Resources



### Direct Assignment to Supervisor

- On fast-moving or rapidly expanding incidents, tactical resources may report immediately to Divisions or Groups.
- In direct assignments, tactical resources report in with a designated Supervisor.
- Formal check-in must take place when the resources are in the Staging Areas or are out-of-service.



Your Notes

### Assignment to Staging Area

- Assignments to Staging Areas occur when:
- Resources are to be assigned during the current operational period.
- Resources are needed to provide a reserve force for contingencies.
- Single resources need to be formed into Task Forces and/or Strike Teams prior to assignment.



Visuals

### Staging Area Managers

The Operations Section Chief must brief the Staging Area Manager(s) about:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.



Your Notes

### Resources in Staging Areas

What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?



### Assignment to Base or Camp

- Often done when the tactical resources are not scheduled for use during the current operational period.
- For resources that have traveled some distance, being in an out-of-service status allows briefings and a rest period.



Your Notes

### Incident Resource Management Process



### Visuals

#### Accounting for Responders

- As responders arrive, they must be separated from spectators, self-dispatched personnel, and victims by securing a perimeter around the incident.
- The perimeter allows the organization to:
  - Establish personnel accountability.
  - Control access.
  - Ensure safety of the public.
- Establish a working environment for responders that is as safe and secure as possible.



Visual 6.33  
Incident Resource Management

#### Your Notes

#### Incident Security



- Incident security requires:
- Distinguishing agency personnel who have been dispatched from those who self-dispatched.
  - Identifying and credentialing officially dispatched mutual aid resources.
  - Establishing controlled points of access for authorized personnel.



Visual 6.34  
Incident Resource Management

#### Tracking Resources: Responsibilities

Resource tracking responsibilities are shared as follows:

- **Planning Section** is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section** is responsible for tracking the movement of resources within the Operations Section itself.
- **Finance/Administration Section** is responsible for ensuring the cost-effectiveness of resources.



Visual 6.35  
Incident Resource Management

#### Your Notes

#### Review: Tactical Resources Status



- Assigned:** Currently working on an assignment under the direction of a supervisor.
- Available:** Ready for immediate assignment and has been issued all required equipment.
- Out of Service:** Not available or ready to be assigned (e.g., maintenance issues, rest periods).



Visual 6.36  
Incident Resource Management

Visuals

### Resource Status

Change in resource status:

- May be made by the Incident Commander, Branch Director, Section Chief, Branch Director, or Division/Group Supervisor.
- Must be communicated to the Resources Unit or other appropriate element if the change lasts more than a few minutes.



Visual 6.17  
Incident Resource Management

Your Notes

### Resource Status-Keeping Systems

- Manual recordkeeping on ICS forms
- Card systems
- Magnetic symbols on maps or status boards
- Computer systems

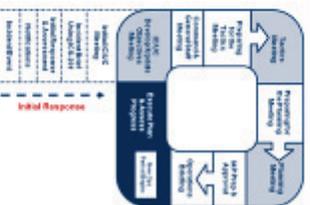


Visual 6.18  
Incident Resource Management

### Monitoring and Assessing Resources

Resource use is:

- Monitored on an ongoing basis.
- Assessed before objectives are set for the next operational period.



Visual 6.19  
Incident Resource Management

Your Notes

### Resource Evaluation

Resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.



Visual 6.20  
Incident Resource Management

**Visuals**

**Management Actions & Poor Performance**

Management practices may be the underlying cause of poor incident outcomes:

- Incident objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.



Visual 6.41  
Incident Resource Management

**Activity: Improving Performance Effectiveness**

**Instructions:**

1. Working as a team, review your assigned problem statement.
2. Answer the following questions:
  - What is the cause of the performance problem?
  - Who in the Command and General Staff need to address the problem?
  - What are some strategies for preventing or solving this problem?
3. Select a spokesperson and be prepared to present your work in 15 minutes.



Visual 6.42  
Incident Resource Management

**Your Notes**

Complete the activity before proceeding.

## **Unit 6: Incident Resource Management**

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### **Activity: Improving Performance Effectiveness**

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On a recent incident, the following performance issues have arisen.

**Performance Issue #1:** A local volunteer organization has personnel assigned to the Logistics Section to assist in providing meals to responders. One volunteer arrived for work visibly impaired, and informed his coworkers that he had “just a couple of drinks to relax” before coming to work.

**Strategy:**

**Performance Issue #2:** Resource tracking is poor. Check-In Recorders are providing incomplete or inaccurate information from responding resources. Some resources have evidently responded, worked, and gone home without ever having checked in. Additionally, resources obtained through a mutual aid agreement that are no longer needed remain at the incident site.

**Strategy:**

**Performance Issue #3:** Evacuation Division B is using non-uniformed personnel to deliver evacuation instructions door-to-door within the community. Compliance with the evacuation order is very poor, and 911 has been deluged with calls from the affected public asking if the evacuation order is official.

**Strategy:**

## **Unit 6: Incident Resource Management**

### **Activity: Improving Performance Effectiveness (Continued)**

**Performance Issue #4:** A police officer at a traffic control point was struck by a motorist and received minor injuries. She was taken to the hospital by a witness to the accident, treated, and released. The first that incident management staff hear of the problem is when asked by the media at a press conference.

**Strategy:**

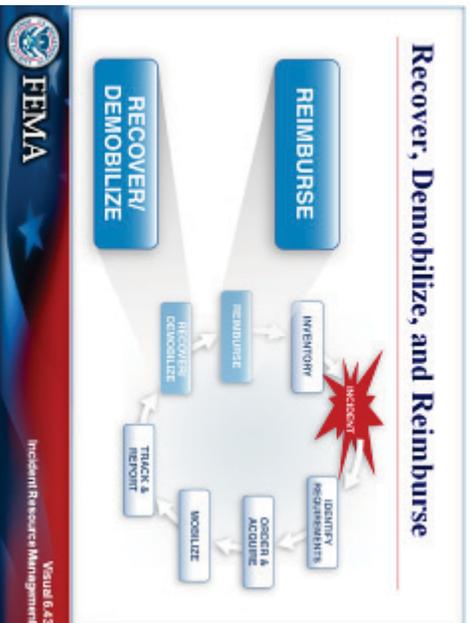
**Performance Issue #5:** Self-dispatched resources are arriving at the Staging Area. In the confusion, several of these resources who were assigned to Task Forces now appear to lack the skills needed to operate equipment or execute orders.

**Strategy:**

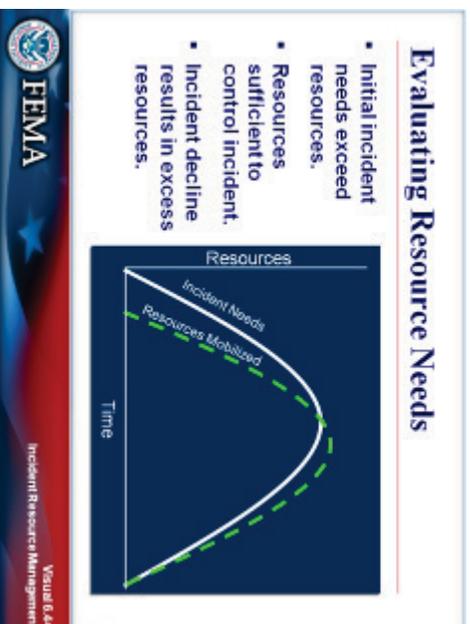
**Performance Issue #6:** The 5 o'clock news features a prominent interview with an incident responder at the Staging Area. The responder is not a member of the Public Information staff and has not been given an active assignment (or even seen the actual scene of the train wreck), but is waxing eloquently about how poorly the incident is being managed.

**Strategy:**

Visuals



Your Notes



- Initial incident needs exceed resources.
- Resources sufficient to control incident.
- Incident decline results in excess resources.

### Resource Demobilization

- Excess resources must be released in a timely manner to reduce costs, and to “free them up” for reassignments.
- Demobilization planning **should begin almost immediately.**
- Demobilization planning begins with the tactical resources assigned to the Operations Section. As tactical resources are released, support resources may also be reduced.

Visual 6.45  
Incident Resource Management

Your Notes

### Applied Exercise

- Follow instructions . . .
- Presented by instructors.
- Outlined on handouts.

Visual 6.46  
Incident Resource Management

### Visuals

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#### Summary (1 of 2)

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Are you now able to:

- Identify and describe basic principles of resource management?
- Identify the basic steps involved in managing incident resources?
- Identify key considerations associated with resource management and the reasons for each?
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources?



FEMA

Visual 6.47  
Incident Resource Management

### Your Notes

#### Summary (2 of 2)

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Are you now able to:

- Identify the organizational elements at the incident that can order resources?
- Describe the differences between single-point and multipoint resource ordering and the reasons for each?



FEMA

Visual 6.48  
Incident Resource Management

## **Unit 6: Incident Resource Management**

**Your Notes**

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## **UNIT 7 : DEMOBILIZATION, TRANSFER OF COMMAND, AND CLOSEOUT**

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## Unit 7: Demobilization, Transfer of Command, and Closeout

### Visuals

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### Unit 7: Demobilization, Transfer of Command, and Closeout



Visual 7.1  
Demobilization, Transfer of Command,  
and Closeout

Your Notes

### Unit Objectives (1 of 2)

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the Demobilization Plan and list their duties.



Visual 7.2  
Demobilization, Transfer of Command,  
and Closeout

### Unit Objectives (2 of 2)

- List the major sections in a Demobilization Plan.
- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.



Visual 7.3  
Demobilization, Transfer of Command,  
and Closeout

Your Notes

### Demobilization

- Demobilization:
- Is the release and return of resources that are no longer required.
  - May occur at any time during or after the incident/event.



Visual 7.4  
Demobilization, Transfer of Command,  
and Closeout

## Unit 7: Demobilization, Transfer of Command, and Closeout

### Job Aid: Demobilization

After the incident is controlled and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. Below are some typical workload considerations to consider when planning for demobilization.

<b>Position</b>	<b>Demobilization Considerations</b>
<b>Public Information Officer</b>	Press interest may taper off toward the end of the incident, especially when tactics turn from life safety to cleanup. As the incident demobilizes, the need for interagency coordination of information may also decline. While it is important that the press continue to have a contact at the incident, it may be possible for the Public Information Officer to scale back operations.
<b>Safety Officer</b>	As the number of tactical operations at an incident decreases, the demand on the Safety Officer will also decline. However, some incidents require post-incident debriefings that will require the input of the Safety Officer. While the workload may level out, it may remain until the end of the incident.
<b>Liaison Officer</b>	As cooperating and assisting agency resources are demobilized, the Liaison Officer's job will become less complex. The Liaison Officer is also likely to be involved in interagency post-incident review activities that may require continued presence at the incident and involvement after final demobilization.
<b>Operations Section</b>	The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.
<b>Planning Section</b>	In the Planning Section, the later workload falls on the Demobilization and Documentation Units. The Demobilization Unit will develop the Demobilization Plan and monitor its implementation. The Documentation Unit will package all incident documentation for archiving with the responsible agency or jurisdiction. Both of these processes are finished late in the incident.
<b>Logistics Section</b>	The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the Command Post and incident Base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.
<b>Finance and Administration Section</b>	Many of the activities of the Finance and Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.

Visuals

Demobilizing Nonexpendable and Expendable Resources

- Nonexpendable Resources**
- Account for resources returned.
  - Restore resources to functional capability.
  - Replace broken and/or lost items.



- Expendable Resources**
- Account for resources used.
  - Reimburse for expendable items used.
  - Return and restock items.



Visual 7.5  
Demobilization, Transfer of Command, and Closeout

Your Notes

Demobilization Challenges

What challenges are related to demobilization?



Visual 7.6  
Demobilization, Transfer of Command, and Closeout

Demobilization Planning Benefits



Demobilization planning helps to:

- Ensure a safe, controlled, efficient, and cost-effective release process.
- Eliminate waste.
- Eliminate potential fiscal and legal impacts.



Visual 7.7  
Demobilization, Transfer of Command, and Closeout

Your Notes

Agency Policies and Procedures

Demobilization policies and procedures depend on the size of the incident and may involve:

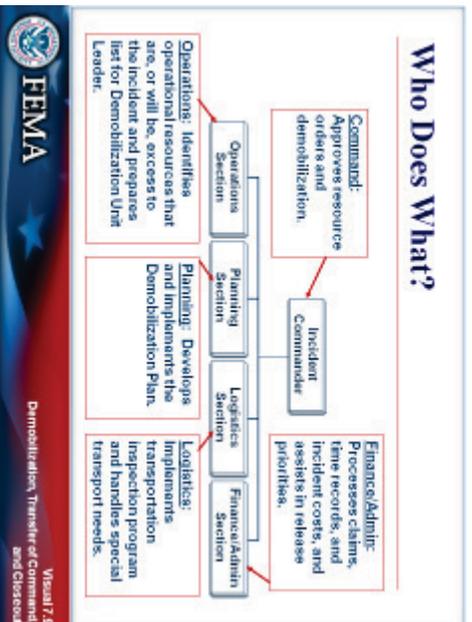
- Fiscal/legal policies and procedures.
- Work rules.
- Special license requirements.
- Other requirements.



Visual 7.8  
Demobilization, Transfer of Command, and Closeout

## Unit 7: Demobilization, Transfer of Command, and Closeout

### Visuals



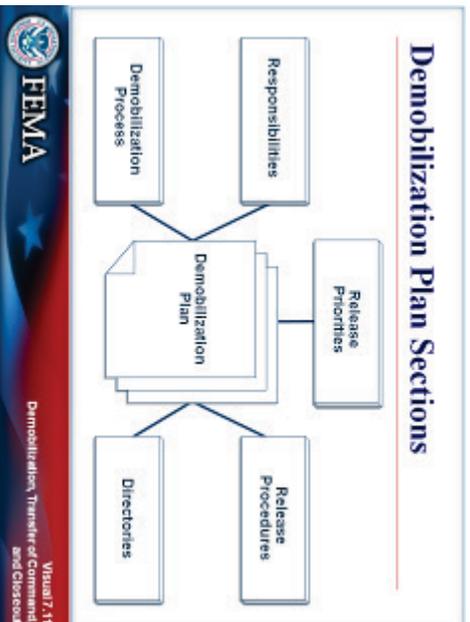
Your Notes

### Demobilization Plan: Information Needs

What Information Is Needed?	Who Provides?
Excess resources; release priorities	All Supervisors and Managers
Plan development; resource information; demobilization process	Planning Section
Contributing needs for tactical resources	Operations Section
Transportation availability; command advice; manning	Logistics Section
Claims, time records, and costs of individual resources that are a factor in release	Finance/Admin Section
Agreements regarding other agency resources	Liaison Officer
Physical condition of personnel; physical needs; adequacy of transportation	Safety Officer
Return and reassignment of resources	Agency Dispatch/Ordering Centers

Visual 7.10  
Demobilization, Transfer of Command, and Closeout

View the sample plan on the next page.



Your Notes



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**Sample Demobilization Plan (Page 2 of 5)**

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The Demobilization Plan contains five (5) sections:

1. General Information
2. Responsibilities
3. Release Priorities
4. Release Procedures
5. Travel Information

**1. GENERAL INFORMATION**

The demobilization process at the North Smithman Incident will require coordination with the Unified Command Team and the Expanded Dispatch function. All resources with their own transportation must meet rest/work guidelines prior to driving.

All releases from the Smithman Incident will be initiated in the Demob Unit after Incident Commander approval. The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so. At this time, no off-Incident Demob Center will be activated. The Logistics Section will provide for all necessary transportation of released personnel and equipment. The Demob Unit will arrange for any needed flight arrangements through Expanded Dispatch.

The following are general guidelines to be followed for resources that are leaving the Incident:

- A. No person will be released without having a minimum of eight (8) hours rest, unless specifically approved by the IC.
- B. All Federal resources must be able to arrive at their home base prior to 2200 (10 PM). Other agencies and cooperators must meet individual agency regulations pertaining to rest and travel.
- C. All Party Chiefs, Crew Supervisors, and Strike Team Leaders will be thoroughly briefed prior to leaving the Incident. Briefing to include: 1. method of travel, 2. passengers (if any), 3. destination, 4. ETD Camp/ETA home base, and 5. transportation arrangements.

All personnel returning home on commercial aircraft will be showered and wear clean clothing.

To prevent delays and work overloads, Logistics and Finance will be notified as soon as possible when surplus resources are to be Demobed. (Demob will try to advise the two Units 24 hours in advance.) Notification of Incident personnel will be by posting of "Tentative Releases" 12 hours in advance. Crew Supervisors may also be paged when the Demob process is to begin.

If applicable, all oversize vehicles (e.g., transports) MUST have appropriate permits to comply with State vehicle codes.

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**Sample Demobilization Plan (Page 3 of 5)**

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Performance Ratings are required for:

- Trainees
- Outstanding performance
- Deficient performance
- By personal request

All firefighting apparatus, rental equipment, and crew transport will have a vehicle inspection (Safety Check) at Ground Support prior to returning to their home unit or new assignment location. Pickups, sedans, and vans will also have a safety check by the Ground Support Unit before departing the Incident Base.

## **2. RESPONSIBILITIES**

Functional heads (i.e., Section Chiefs and Unit Leaders) are responsible for determining resources surplus to their needs and submitting lists to the Demob Unit Leader.

The Demob Unit Leader is responsible for:

- Compiling “Tentative” and “Final” Release sheets. (Any Incident-formed Strike Teams and Task Forces must be disbanded before Incident Commander approval and release from the Incident.)
- Making all notifications to Incident and off-Incident personnel regarding tentative and final releases (includes Tanker and Helibases).
- Making sure that all signatures are obtained on the Demob Checkout form.
- Monitoring the Demob process and making any adjustments in the process.

The Incident Commander is responsible for:

- Establishing the release priorities through consultation with Unified Command.
- Reviewing and approving all tentative release lists.

The Logistics Section Chief is responsible for ensuring through:

- Facilities—that all sleeping and work areas are cleaned up before personnel are released.
- Supply—that all non-expendable property items are returned or accounted for prior to release.
- Ground Support—that there will be adequate ground transportation during the release process and that vehicles are inspected.
- Communications—that all radios have been returned or are accounted for.
- Food Unit—that there will be adequate meals for those being released and for those remaining in camp.

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**Sample Demobilization Plan (Page 4 of 5)**

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The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released personnel.
- Notification(s) for any ADO payoff(s).

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Expanded Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the Rocky Mountain Coordination Center.

### **3. RELEASE PRIORITIES**

The following release priorities have been established by the Unified Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Non-local engines, crews, and overhead
4. Other local resources

Crews from other Regions will be grouped for demob when possible. Emergency situations will arise and will be handled expeditiously. Clearance for emergency demob is to be approved by the appropriate Section Chief, IC, or Agency Representative.

### **4. RELEASE PROCEDURES**

Critical resources will be identified on the Daily Incident Commander conference calls. These resources will be listed in the Unified Command Action Plan and these resources cannot be released from the Incident without Unified Command approval.

All resources requiring airline travel must be submitted to Expanded Dispatch 36 hours in advance of planned travel. All other resource surpluses should be forwarded to Expanded Dispatch 24 hours in advance of planned release. Demob will also give Ground Support lead time to arrange for ground transportation for crews and individuals needing transportation.

Functional heads will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section. The Demob Unit will combine lists and form a “Tentative Release” list to be submitted to the Incident Commander for review and approval. Demob will work with the Resources Unit so that the resource status board can be kept up to date.

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**Sample Demobilization Plan (Page 5 of 5)**

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After Incident Commander approval, Demob will notify Expanded Dispatch of the tentative releases for their concurrence. When concurrence is obtained from Expanded Dispatch, the Demob Unit Leader will:

- Prepare transportation manifests.
- Notify personnel to be released.
- Give crew leaders or individuals the final release form and briefing.

Crew leaders or individuals will take the ICS Form 221, Demobilization Check-Out form, to:

- Communications Unit Leader (if radio equipment has been issued)
- Facilities Unit Leader (to be sure sleeping area is clean)
- Supply Cache (to return all non-expendable property)
- Ground Support (for vehicle inspections)
- Finance (for time)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that "T" card information is complete.
- Notify Expanded Dispatch of ETD, ETA, destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

## **5. TRAVEL INFORMATION**

All resources will meet work/rest requirements prior to being released from the incident. Crews traveling on commercial aircraft will be given time to shower and dress in clean clothes. Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Expanded Dispatch when a resource is released, so the home Forest/Agency can be advised with an ETA. It will then be up to the sending Forest/Agency to keep track of released resources and report back if there are any problems or if more information is needed.

### Incident Phone Numbers

North Smithman Demob: XXX-XXX-XXXX      Expanded Dispatch: XXX-XXX-XXXX

Individual resources are to notify either the North Smithman Incident or Expanded Dispatch at the above numbers and their home unit dispatcher if significant delays occur en route to their next destination.

## Unit 7: Demobilization, Transfer of Command, and Closeout

### Visuals

Complete the activity before proceeding.

**Activity: Reviewing the Demobilization Plan**

**Instructions:** Working as a team:

1. Review the sample Demobilization Plan for the cruise ship hazard incident found in your Student Manuals.
2. Next, determine whether the five elements required for a Demobilization Plan are adequately addressed in the sample.
3. Record your work on chart paper as follows:

Strengths	Areas for Improvement

4. Select a spokesperson and be prepared to present your work in 10 minutes.

 **FEMA**

Visual 7.12  
Demobilization, Transfer of Command, and Closeout

### Your Notes

**Activity: Reviewing the Demobilization Plan**

**Sample Demobilization Plan  
Cruise Ship HazMat Incident (Page 1 of 2)**

**General Information**

- No incident resources will be demobilized until authorized.
- Logistics Section Chief will provide transportation to final destination, if required.
- Personnel being released from the incident will be required a minimum 4 hours rest prior to demobilization. *Any delineation from the required rest will be at the discretion of the Incident Commander.*
- Plans Section Chief will brief all unit leaders on the Demobilization Plan

**Responsibilities**

- Each section chief will identify excess resources on a daily basis by 1800 hours each day.
- Plans Section Chief will advise the IC of excess resources daily.
- The Incident Commander will approve the release of those resources.
- The Logistics Section Chief will arrange transportation, if necessary.
- Each unit leader is responsible for calling the Yorktown ICP upon arrival at final destination (*see directory*).
- The Resource Unit Leader will provide a recorder to the Demob Unit

**Release Priority**

- USCG helicopter and crew will be demobilized first, if possible
- Any other USCG elements
- Any East or Central based NPS crews
- West Coast crews
- Any other NPS resources

**Release Procedures**

- Plans Section Chief or Demob Unit will prepare manifests and notify personnel to be released
- Plans Section Chief will provide ICS 221 (*Demobilization Checkout*) with copy of transportation manifest and briefing on travel arrangements
- Inform unit leaders that they will go through the following:
  - Logistics Section Chief to turn in expendable and non-expendable equipment
  - Time Recorder to ensure all time is turned in
  - Sign affidavit to certify that no undocumented injuries have occurred
  - Documentation Unit to turn in all logs (ICS-214), evaluations, and completed ICS-221

**Unit 7: Demobilization, Transfer of Command, and Closeout**

**Activity: Reviewing the Demobilization Plan**

**Sample Demobilization Plan  
Cruise Ship HazMat Incident (Page 2 of 2)**

<i>Directory</i>	
YC ICP	XXI-XXX-XXXX
YC Helibase	XXX-XXX-XXXX
NPS Dispatch, GB	XXX-XXX-XXXX
USCG HQ, Juneau	XXI-XXX-XXXX

## Unit 7: Demobilization, Transfer of Command, and Closeout

### Visuals

#### ICS Form 221, Demobilization Check-Out

ICS Form 221 ensures that resources checking out of the Incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident.

DEMobilIZATION CHECK-OUT (ICS 221)				
1. Incident Name:	2. Incident Number:	3. Planned Release Date/Time:	4. Resource or Personnel Released:	5. Order Release Number:
Owner:	Type:			
6. Date/Time of Personnel Release: _____				
<small>Resources are not released until the check-out/leave list has been reviewed and approved by the appropriate on-scene and/or Demobilization Unit Leader for Training Section representative(s).</small>				
7. APPROVED AND SIGNED: _____				



Your Notes

#### Stabilizing or De-Escalating Incidents

When an incident stabilizes or de-escalates:

- The need for incident management may also be reduced.
- A transfer of command should be considered.



#### Review: Transfer of Command

What steps must the Incoming Incident Commander take before assuming command?



Your Notes

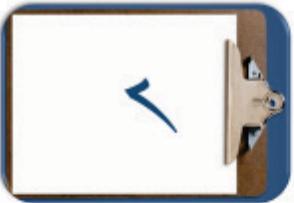
#### Steps in Assuming Command

Incoming IC (Assuming)	Outgoing IC (Transferring)
Assess situation with current IC.	Assess situation with incoming IC.
Receive briefing.	Deliver briefing.
Determine appropriate time for transfer of command.	Determine appropriate time for transfer of command.
Notify others of change in command.	Notify others of change in command.
Reassign or demobilize current IC.	Accept new assignment or demobilize.



Visuals

Transfer of Command Briefing Checklist



- ✓ Situation and Prognosis
- ✓ Resources Remaining and Status
- ✓ Areas of Concern (political, community interest, etc.)
- ✓ Logistical Support Needed or Retained
- ✓ Turnover of Appropriate Incident Documentation



Visual 7.17  
Demobilization, Transfer of Command, and Closeout

Your Notes

Incident Command and Closeout



The Incident Commander position will remain staffed until the absolute conclusion of the incident and the "closing out."



Visual 7.18  
Demobilization, Transfer of Command, and Closeout

Closeout Briefing

A closeout briefing includes the following information:

- Incident summary
- Major events that may have lasting ramifications
- Documentation, including components that are not finalized
- Opportunity for the agency officials to bring up concerns
- Final evaluation of incident management by the agency executive/officials



Visual 7.19  
Demobilization, Transfer of Command, and Closeout

Your Notes

Closeout

Think about the ongoing scenario from the past units. Given this scenario, what agenda items would you include in a closeout briefing?



Visual 7.20  
Demobilization, Transfer of Command, and Closeout

**Visuals**

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**Team Closeout Meeting**

- Incident Management Teams or other teams may hold a closeout meeting to discuss team performance.
- These meetings may result in a "lessons learned" summary report.



**Your Notes**

**Conducting an After-Action Review**

- An after-action review answers the following questions:
- What did we set out to do?
  - What actually happened?
  - Why did it happen?
  - What are we going to do differently next time?
  - Are there lessons learned that should be shared?
  - What followup is needed?



View the job aid on the next page.

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**Job Aid: Conducting an After-Action Review**

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**After-Action Review (AAR) Tips**

**Overall Tips**

- Schedule an After-Action Review (AAR) as soon after the incident as possible.
- Keep it short and focused.
- Focus on WHAT, not WHO.
- Establish clear ground rules: encourage candor and openness (this is dialog—not lecture or debate); focus on items that can be fixed; keep all discussions confidential.
- Use a skilled facilitator to conduct the AAR.

**AAR Process Steps**

Use the following questions to facilitate the AAR process:

1. **What did we set out to do?**
  - Establish the facts.
  - Determine purpose of the mission and definition of success:
  - Identify key tasks involved.
  - Specify conditions under which each task may need to be performed (weather, topography, time restrictions, etc.).
  - Define acceptable standards for success (explain what “Right” looks like).
2. **What actually happened?**
  - Continue to establish the facts.
  - Participants should come to agreement on what actually happened.
  - Pool multiple perspectives to build a shared picture of what happened.
3. **Why did it happen?**
  - Analyze cause and effect.
  - Focus on WHAT, not WHO.
  - Provide progressive refinement for drawing out explanations of what occurred. This will lead into developing possible solutions.
4. **What are we going to do differently next time?**
  - Solutions will arise naturally once problems are identified and understood.
  - Focus on items you can fix, rather than external forces outside of your control.
  - Identify areas where groups are performing well and that should be sustained. This will help repeat success and create a balanced approach to the AAR.

Areas To Sustain/Maintain Strengths:

Areas To Improve:
5. **Are there lessons learned that should be shared immediately?**
  - Identify the process for sharing lessons learned.
  - Option 1: Document the Issue, Discussion, Recommendation
  - Option 2: Document the Concept of the Operation, Results, Trends, Recommendation
  - Determine and describe the most notable successes from the incident.
  - Determine and describe the most difficult challenges faced and how they were overcome.

**Job Aid: Conducting an After-Action Review (Continued)**

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**6. What followup is needed?**

- Be specific about actions, timelines, and responsibilities.
- What changes, additions, or deletions are recommended to SOPs, plans, or training?
- What issues were not resolved to your satisfaction and need further review?

### Visuals

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#### Applied Exercise

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- Follow instructions . . .
- Presented by instructors.
  - Outlined on handouts.



Visual 2.3  
Demobilization, Transfer of Command,  
and Closeout

#### Summary (1 of 2)

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- Are you now able to:
- Describe the importance of demobilization planning?
  - Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning?
  - Identify the ICS titles of personnel who have responsibilities in developing and implementing the Demobilization Plan and list their duties?



Visual 2.4  
Demobilization, Transfer of Command,  
and Closeout

Your Notes

#### Summary (2 of 2)

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- Are you now able to:
- List the major sections in a Demobilization Plan?
  - Identify the need for transfer of command or closeout?
  - Identify the process involved in a closeout meeting?



Visual 2.5  
Demobilization, Transfer of Command,  
and Closeout

Your Notes

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## **UNIT 8 : COURSE SUMMARY**

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## Unit 8: Course Summary



Visual 8.1  
Course Summary

Your Notes

### Review ICS-300 Course Objectives

Are you now able to:

- Describe how the NIMS Command and Management component supports the management of expanding incidents?
- Describe the Incident/event management process for supervisors and expanding incidents as prescribed by ICS?
- Implement the Incident management process on a simulated expanding incident?
- Develop an Incident Action Plan (IAP) for a simulated incident?



Visual 8.2  
Course Summary

### Taking the Exam

Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test...
  - Read each item carefully.
  - Circle your answer on the test.

→ You may refer to your Student Manuals when completing this test.



Visual 8.3  
Course Summary

Your Notes

### Feedback



Please complete:

- ICS Form 214 for the final day of training
- Overall Course Evaluation



Visual 8.4  
Course Summary

**Unit 8: Course Summary**

Your Notes